III. SERVICE CATEGORIES AND PERSONNEL CLASSIFICATIONS

The definitions of the service categories listed below are to be used as guidelines to help ordering agencies determine the most appropriate category (ies) for their projects. The definitions of the personnel classifications are to be used as guidelines to evaluate the experience of the personnel included in the firms' project proposals.

A. SERVICE CATEGORIES

The definitions of the service categories listed below are to be used as guidelines to help ordering agencies/departments determine the most appropriate category for their projects. To meet the Service Category requirement, please fill out Exhibit V-N, Service Category Identification form in Section V. The Service Category Identification form (Exhibit V-N) asks your company to identify the categories being bid. By signing and identifying the categories being bid by your company on the Service Category Identification form (Exhibit V-N), your company agrees that the services described within the identified categories will be performed. Contractor personnel with the experience required by this RFP, must be able to perform the following types of services:

1.   Project Management/Oversight Activities
        Work orders for this category may include services from any of the following:

a. Project Management: Project Management contractors may include services of a team of personnel including a project manager for oversight of project activities, including development and implementation activities to assure that activities are structured to meet requirements and are completed in a timely manner and within budget.

Contractors should incorporate structured project management components such as risk management, contract management, communications management and cost/time management, consistent with industry standards as specified in the Institute of Electrical and Electronic Engineers and the Project Management Body of Knowledge (IEEE/PMBOK®).

Contractors will provide services to establish a Project Office Infrastructure to include providing assistance in the day to day operational leadership capacity for an agency/department or department. Will assist in establishing policy and providing direction to state departments or other state entities, monitoring progress and reporting on implementation efforts. Will assist in incorporating project management components such as risk management, communications management, etc., as defined in IEEE/PMBOK®.

Contractors will assist agencies/departments in providing Problem Solving/Conflict management, to develop problem solving/conflict management processes that emphasize open communications. Provide a framework for evaluating problems and issues by clearly identifying and documenting relevant goals and objectives. Establish a process that analyzes issues/problems in the context of expected outcomes and suggest corrective actions. (Personnel Classification: Project Manager – Project Office Infrastructure)

b. Project Oversight: Project Oversight contractors must be prepared to meet State and/or local agency/department requirements when submitting a proposal for a work order. Contractors must use an established Project Oversight methodology, consistent with requirements set forth in State Management Memo – 0011, to track the progress of the information technology project. At a minimum, the independent oversight contractor must participate in sufficient project activities to ensure an effective evaluation of the project's viability, and must review documents to ensure that essential project management processes, including risk management, schedule and cost management, change management and issue resolution, are consistent with project plans and are effective throughout the project life cycle. The independent oversight contractor must explicitly report on the status and viability of each project management process in a periodic report.

Oversight activities can include services on different levels:

Large scale integration projects are complex information technology projects, usually with an implementation time frame of more than one year for which the procurement includes expert personal services and computer or communications hardware or operating system software or applications software or hardware and software maintenance. Additionally, this may include security or privacy project management.

General quality assurance projects are of complex nature and may range from reviewing a contract for services and advising the agency/department of the appropriateness of the services, to assisting and assuring the quality of project management. (Personnel Classification: Project Manage – Large Scale Integration Projects)

c. Business Process Re-engineering. Business process re-engineering projects may consist of a request to perform a comprehensive evaluation of the administration and operation of an agency/department's selected area and would result in recommendations to improve the effectiveness and efficiency of the organization such as business process analysis, work flow, change management benefits. (Personnel Classification: Project Manager – Business Process   Re-engineering Projects)

d. Independent Verification and Validation (IV&V): Independent Verification and Validation (IV&V) is a Quality Assurance effort based on the structured IV&V methodology. IV&V functions for an agency/department must be performed by an organization that does not report through the agency/departments project management chain. It evaluates the product and processes that support its development to determine whether contracted specified requirements have been met and whether the products of a given development phase satisfy the conditions imposed at the start of that phase.

IV&V Contractors must be prepared to meet State and/or local agency/department requirements when submitting a proposal for a work order. Contractors must have working knowledge of the Health Insurance Portability and Accountability Act (HIPAA). Currently, State contractors must use the ANSI/IEEE Std. 1012-1998 to track the progress of an integration contractor on a

large-scale information technology project. Agencies/departments may choose one, several or all phases from the ANSI/IEEE Std. for the contractor to perform. (Personnel Classification: Project Manager – General Quality Assurance (QA) Projects)

2.   Privacy/Security

Privacy

Work orders for this category may include services to direct an organization's activities in matters that govern the appropriate access to patient, provider, employee and business information in compliance with HIPAA policies and procedures and applicable federal and state regulations and laws.

Agencies/departments may request the following services to perform Privacy activities:

a.   Project Manager: the contractor(s) directs the organization's activities in matters that govern appropriate access of patient, provider, employee and business information in compliance with HIPAA policies and procedures and applicable federal and state regulations and laws. Develops and continually updates a project plan, oversees the conduct of risk analysis, and manages the teams. (Personnel Classification: Project Manager – Privacy)

b.   Privacy Expert: assists in the development of privacy risk assessments to identify the areas in which protected health information exists, leads the efforts to perform gap analysis between existing policies and the ones required under state and federal law, and provides expertise in the development of Privacy policies and procedures. Assists in the establishment of a formal training program on Privacy.   May also facilitate workgroups to resolve issues with the Privacy policies and procedures. (Personnel Classification: Privacy Expert)

c.   Privacy Analyst: performs information privacy risk assessments to identify the areas in which protected health information exists, assists with gap analysis between existing policies and the ones required under state and federal law, and assists in the development of Privacy policies and procedures. (Personnel Classification: Privacy Analyst)

Security

Work orders for this category may include services to direct an organization's activities in matters that govern the appropriate technological solution to control access and protect the privacy of patient, provider, employee and business information in compliance with HIPAA policies and procedures and applicable federal and state regulations and laws.

a.   Project Manager: the contractor(s) directs the organization's activities in matters that govern appropriate access and protection of patient, provider, employee and business information in compliance with HIPAA policies and procedures and applicable federal and state regulations and laws. Develops and continually updates a project plan, oversees the conduct of risk analysis, and manages the teams. Works with state staff to develop an information security risk assessment and an audit plan to ensure appropriate access levels to confidential printed and

electronic health information is maintained. (Personnel Classification: Project Manager - Security)

b.   Security Expert: assists in the development of security risk assessments which identify the areas in which protected health information exists. Leads the efforts to perform gap analysis between existing policies and the ones required under state and federal law, and provides expertise in the development of Information Security policies and procedures based on the outcome of the HIPAA assessments. Helps organizations understand how to protect their information systems, identify and fix existing vulnerabilities, and prepare for future security threats. Assists in the establishment of a formal training program on Security. May also facilitate workgroups to resolve issues with the Information Security policies and procedures.   (Personnel Classification: Information Security Expert)

c.   Security Analyst: performs information security risk assessments to identify the areas in which protected health information exists, assists with gap analysis between existing policies and the ones required under state and federal law, and assists in the development of Information Security policies and procedures. (Personnel Classification: Security Analyst)

3.   Business Analysis Activities

Work orders for this category may include services for:

a.   Team Development: Assist agency/department employees to develop the needed skills to work effectively in teams or group. This should include communication principles, group problem-solving models, meeting management skills, team member roles, and dealing with conflict. (Personnel Classification: Business Analyst)

b.   Problem Solving/Conflict Management: Assist agencies/departments to develop problem solving/conflict management processes that emphasize open communications. Provide a framework for evaluating problems and issues by clearly identifying and documenting relevant goals and objectives. Establish a process that analyzes issues/problems in the context of expected outcomes and suggest corrective actions. (Personnel Classification: Business Analyst)

c.   Customer Service: Assist agencies/departments to develop necessary skills to provide quality service to both external and internal customers. Also assist with the development and evaluation of customer satisfaction surveys and other customer service evaluation strategies and approaches. (Personnel Classification: Business Analyst)

d.   Process Improvement: Assist agencies/departments in the application of process improvement methods/tools to current work processes, including statistical analysis, business process re-engineering, workload and workflow analysis, comparison of similar processes across different programs, cycle time evaluation and reduction, and process streamlining. (Personnel Classification: Business Analyst)

e.   Program Training: Assist agencies/departments with the development and/or update and implementation of program specific curriculum. Also assist with writing of training manuals. (Personnel Classification: Instructor)

f.   Facilitation: Assist agencies/departments with the planning, facilitation and evaluation of meetings, conferences, retreats and public meetings. (Personnel Classification: Senior Administrative Analyst)

g.   Issues Coordination: Assist agencies/departments in the capture, tracking, and escalation of issues in meeting HIPAA compliance. Participate in workgroup meetings to review issues and document resolution paths. (Personnel Classification: Business Analyst)

h.   Strategic Planning: Using methods tailored for the public sector, assist agencies/departments with the development, preparation, implementation and revision of their mission/vision and strategic plan(s). Assist in the development and utilization of assessment methodologies that look at the factors in the internal and external environments that influence business strategies and pose a threat to the program and/or organization or provide an opportunity for the organization and/or program. The external assessment should include future trends and forecasts. The environmental assessment may need to be done as an independent evaluation. (Personnel Classification: Business Analyst)

i.   Program Liaison: Assist specific program areas within agencies/departments in their HIPAA compliance efforts. Assist with the assessment efforts, development of project plans, and determination of resource needs. Assist with the resolution and documentation of issues. Participate in workgroup meetings. (Personnel Classification: Business Analyst)

j.   Team Lead: Lead teams of business analysts that are working within an agency/department. Provide guidance to teams in areas such as assessments, project planning, quality assurance, workflow process and documentation. Ensure consistency of documentation within the team. (Personnel Classification: Business Analyst Lead)

4.   IT Systems Activities
      Work orders for this category may include services for:

a.   Systems Analysis: Assist with business process documentation, data modeling, system modeling, application system analysis, the creation of general and detail system design specifications, and the development and execution of a systems/integration test plan. Also, facilitate workshops that bring together system users and technical professionals to design computer systems and document results. (Personnel Classification: Information Systems Analyst)

b.   Programming: Perform application and/or system programming per specifications, develop and execute unit test plans to ensure high quality programming, and debug, reprogram and retest as necessary, based on unit and system test results. (Personnel Classification: Applications Programmer, System Programmer)

c.   Internet Programming: Design, develop, implement and maintain Internet applications. This may include, but is not limited to, the development and posting of HIPAA information and tools to the DHS Intranet. (Personnel Classification: Multimedia Programmer)

d.   Team Lead: Lead technical teams that are analyzing operational methods and developing computer programs. Provide guidance to development teams in areas such as systems analysis, quality control, programming, walk-through, testing, implementation, and documentation. Ensure a change control process is adhered to. (Personnel Classification: Senior Technical Lead)

e.   Database Administration: Assist with the definition, operation, protection, performance, and recovery of databases within the Department. Define and perform data access/security administration, data administration, and database administration per changes required by HIPAA. (Personnel Classification: Database Administrator)

f.   Network Administration: Assist with network and server administration functions, including but not limited to controlling, planning, allocating, deploying, coordinating and monitoring the resources of a telecommunications network. This includes security and configuration management as required by HIPAA. (Personnel Classification: Network Administrator)

5.   Miscellaneous
Work orders for this category may include services for:

a.   HIPAA subject matter expertise to assist agencies/departments with the interpretation of HIPAA rules and regulations. Represent the needs of the agency/departments in national forums. Assist in the facilitation of workgroup meetings and training sessions. (Personnel Classification: HIPAA Subject Matter Expert)

b.   Analysis and review of current business processes, procedures, policies, legislation, regulations and modifications, budgetary documents, contracts, and assessments. (Personnel Classification: Business Analyst)

c.   Creation of control documents such as but not limited to Business Impact Analysis Plans, Risk Management Plans, Contingency Plans, Budget Change Proposals (BCPs), Gap Analysis, risk analysis, Feasibility Study Reports (FSRs), Governor Action Request (GAR), Issue Papers, Finance Letters, Project Report, and Post Implementation Evaluation Reports and contracts. (Personnel Classification: Business Analyst)

d.   Business Process Re-engineering to analyze and possibly redesign the technical workflows and processes within and between organizations (Personnel Classification: Systems Analyst)

e.   Technical writing such as but not limited to policies, procedures, processes, user instructions and manuals, program specifications, and newsletters. (Personnel Classification: Technical Writer)

f.   Contingency planning, analysis of Backup and Recovery Plans. Tasks may include: risk analysis, the probability and predictability of potential exposures, dependencies between business functions, work flow impact, outage analyses, identification of critical functions, resources and applications, priorities and recovery strategies. (Personnel Classification: Systems Analyst)

g.   Analysis of business and automated system information for the intention of developing technical and business documents such as policies, assessments and gap analysis documents, user instructions and manuals, program specifications, system and policy documentation, standards, procedure manuals and conversion of existing documentation. (Personnel Classification: Business Analyst)

h.   Training, outreach and education curriculums consistent with California Health and Human Services Agency Data Center (HHSDC) standards. This includes the develop of specific documents and training curriculums related to meeting HIPAA compliance, specific processes, or for systems developed in-house. (Personnel Classification: Business Analyst)

i.   Provide administrative support, such as, assist as the scribe at meetings, consolidate the minutes and sign-in sheets and distribute as requested. Assist in the capture of department time spent on HIPAA. Provide orientation to the new contractor staff. Schedule meetings, coordinate building security for visiting meeting attendees, and set-up conference call lines. (Personnel Classifications: Administrative Support)

j.   Provide administrative support, such as, assist with the creation of Internal Feasibility Study Reports (IFSRs), Feasibility Study Reports (FSRs), Special Project reports, etc. Assist with the review and develop of budget documentation applicable to HIPAA. (Personnel Classification: Administrative Analyst)

k.   Requirement was deleted from RFP; therefore, agencies are not able to procure Attorney services under these contracts.

l.   Auditor to review funding requests, deliverables, and contracts related to the organization's efforts to become HIPAA compliant. May also assist with the development of an Audit Plan. (Personnel Classification: Auditor)

m.   Legislative Analyst. Assist with the research of Senate and Assembly bills related to HIPAA. (Personnel Classification: Legislative Analyst)

n.   Medical consulting services. Assist with the data mapping of elements such as procedure codes and diagnosis codes. Assist with the preparation of issue papers, reports, and policies. (Personnel Classification: Medical Consultant)

o.   Medical Policy development and review. Write and review instructions (i.e. System Development Notices (SDNs), Operating Instruction Letters (OILs),

Provider Master File (PMF) coding documents) for the fiscal intermediary (FI) and provider community to implement the HIPAA coding changes. Work with the Centers for Medicare and Medicaid Services (CMS) and the California Medical Association to approved continued use of local medical billing codes as appropriate. Assist in crosswalking non-standard medical billing codes to HIPAA medical service code sets. (Personnel Classification: Medical Policy Analyst)

p.   Advising on policy issues. Review and develop policies and procedures. Analyze input from a variety of sources (e.g. federal policies) and recommend appropriate modifications to existing state policies. (Personnel Classification: Policy Advisor)

q.   Providing liaison services to the Federal government, national workgroups, counties and the private sector. (Personnel Classification: Business Analyst)

r.   Developing plans and reports, as well as schedules, tools, protocols, metrics, standards and criteria, and uniform reporting process to be used by the departments for implementation. (Personnel Classification: Technical Writer)

B. PERSONNEL CLASSIFICATIONS

The definitions of the personnel classifications are to be used as guidelines to evaluate the experience of the personnel included in the firms' project proposals.

1.   Administrative Analyst

An Administrative Analyst must have a minimum of two (2) years experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of the experience must have been working within the Health Care Industry. Additional experience may be in public administration and organization; California State or local government policies and procedures; California State budgetary process including developing and reviewing of documentation; control and/or oversight; laws, regulations and practices applicable to HIPAA activities; the state's documents related to Information Technology such as contracting knowledge and Feasibility Study Reports (FSR), Special Project Reports (SPR) and data processing systems, functions and current trends.

2.   Administrative Support

An administrative support person must have a minimum of two (2) years experience in the category of service for which the contractor has submitted a proposal. Additional knowledge and experience in preparing various documents including but not limited to status reports, tracking documents; assisting in finalizing a variety of correspondence, and reports; providing technical support to a variety of staff.

3.   Application Programmer

An Application Programmer must have a minimum of two (2) years of experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of that experience must have been in design, development and implementation of application programs.

- Knowledge of industry best practices and standards
- Demonstrated writing skills
- Problem solving and research skills

4. <u>Attorney</u>

This requirement was deleted from the RFP and is therefore not applicable.

5. <u>Auditor</u>

An auditor must have a minimum of three (3) years conducting audits of accounts and records of all types of governmental jurisdictions. Must have experience in professional accounting and auditing duties and California's budget process. Additional knowledge of general accounting and auditing principles and procedures, working knowledge of Generally Accepted Accounting Principles (GAAP).

5. <u>Business Analyst</u>

A Business Analyst must have a minimum of two (2) years experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of the experience must have been working within the Health Care Industry. Additional experience may be in public administration and organization, the state of California's policies and procedures, the budget process, control and/or oversight; laws, regulations, and practices applicable to HIPAA. Understands workflow processes.

6. <u>Business Analyst Lead</u>

A Business Analyst Lead must have a minimum of three (3) years experience in the Health Care Industry and at least one (1) years of experience in a supervisory capacity. Additional experience may be in public administration and organization, the state of California's policies and procedures, the budget process, control and/or oversight; laws, regulations, and practices applicable to HIPAA.
- Demonstrated writing skills
- Problem solving and research skills
- Proven ability to perform as a project lead
- Demonstrated knowledge or experience with HIPAA rules and regulations compliance
- Understands workflow processes
- Has performed Business Process Re-engineering on previous projects

7. <u>Database Administrator</u>

A Database Administrator must have a minimum of two (2) years of experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of that experience must have been in physical database administration or application database administration.

8. <u>Financial Analyst</u>

This requirement was deleted from the RFP and is therefore not applicable.

9. <u>HIPAA Subject Matter Expert</u>

A HIPAA Subject Matter Expert must have a minimum of three (3) years of healthcare experience, with expert knowledge of one or many of the HIPAA rules. Hands-on experience involving the determination of covered entity status under HIPAA. Proven ability to perform as a facilitator of meetings and/or workgroups. Assist with the escalation of issues to national forums.

10.   Information Security Expert

An Information Security Expert must have a minimum of three (3) years with IT security issues. Hands-on experience involving security issues of networking systems and/or web applications; An in-depth understanding of industry best practice security standards/policies; Demonstrated writing skills, problem solving and research skills; Proven ability to perform as a project lead, Certified Information Systems Security Professional (CISSP) certification or other industry certifications; Prior Health Care Industry experience; Demonstrated knowledge or experience with HIPAA rules and regulations compliance.

11.   Information Systems Analyst

An information systems analyst must have a minimum of three (3) years experience in the Category of Service for which the contractor has submitted a proposal. Must have knowledge of California state processes. Analysis, development, installation, implementation, procurement, testing, or support of electronic information processing systems and mulitfunction automated office systems. Additional experience may include performing studies and activies on electronic information processing systems or network systems, analyzing and developing solutions for complex system problems.

12.   Instructor

An Instructor must have a minimum of two (2) years working experience in the general area of the subject matter to be presented.

13.   Legislative Analyst

A Legislative Analyst must have a minimum of three (3) years experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of the experience must include assignments in Health Care related legislation.

14.   Medical Consultant

A Medical Consultant must possess a current California medical license issued by the Medical Board of California through the California Department of Consumer Affairs. Must have practiced medicine for one year exclusive of the internship. Should possess the knowledge and principles and practices of general medicine and surgery with particular reference to techniques and trends in the diagnosis of physical and mental handicaps. Must have experience in providing medical expertise to management on issues and topics regarding health care and knowledge of principles and practices of general medicine and surgery. Possess the ability to perform data mapping. Additional experience may include preparing issue papers and reports, participating in task force committees, assisting with the development of policy.

15.   Medical Policy Analyst

A Medical Policy Analyst must have a minimum of three (3) years experience working as a Medical Policy Analyst. Develop and promulgate proposed regulations to amend sections within California Code of Regulations (CCR), Title 22. Write and review instructions (i.e., SDNs, OILs, PMF coding documents, bulletin articles, provider manual updates) for the fiscal intermediary (FI) and provider community to implement coding changes. Initial and ongoing interaction with Centers for Medicare and Medicaid Services (CMS) and the California Medical Association to approve continued use of local codes as appropriate. Develop policies and guidelines for allowing non-physician providers to bill CPT-4 codes. Coordinate with departmental staff (including non-Medi-

Cal programs) and provider community. Work with FI staff (system engineers, change support analysts) to develop necessary changes to the claims processing system within the California Medicaid Management Information System (CA-MMIS).

16.   Multimedia Programmer

A Multimedia Programmer must have a minimum of two (2) years of experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of that experience must have been in programming for electronic publishing and task automation including World Wide Web, CD publication, Kiosk development or similar activities.

- Hands-on experience involving the programming for electronic publishing and task automation including World Wide Web, CD publication, Kiosk development or similar activities. Development, implementation and maintenance of Internet applications, procedure writing and system documentation.
- Knowledge of industry best practice standards/policies
- Demonstrated writing skills
- Problem solving and research skills

17.   Network Administrator

A Network Administrator must have a minimum of two (2) years of experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of that experience must have been in network administration or server administration.

18.   Policy Advisor

A policy advisor must have a minimum of three (3) years of experience in policy development, planning and evaluating. Additional experience may include participating in the federal policy-making process and analyzing input from a variety of sources and recommending appropriate modifications to existing policies. Must have knowledge of California State processes.

19.   Privacy Analyst

A privacy analyst must have a minimum of one (1) year experience in IT related work and privacy issues. Hands-on experience resolving privacy issues of a medium to large organization; demonstrated writing skills, problem solving and research skills; familiar with transaction and code set rules and rules for identifiers; prior Health Care Industry experience; demonstrated knowledge or experience with HIPAA rules and regulations compliance.

20.   Privacy Expert

A privacy expert must have a minimum of three (3) years experience dealing with privacy issues within the healthcare industry.   Hands-on experience resolving privacy issues of a large organization; Managed the implementation/maintenance of privacy policies and procedures; Outstanding writing, problem solving and research skills; Has performed as a project lead or supervisor for a team of at least 10 people; Expert knowledge of the HIPAA Privacy Rule.

21.   Project Manager

The following staff experience is required of the project manager categories:

- Policy formation
- Understanding Large Scale Collaboration
- Documentation of experience with California State Government Procedures and Processes

a) Project Office Infrastructure

Minimum of five (5) years experience in project management, with experience in establishing and supporting a project office to oversee department or program efforts

- Experience in project liaison and work plan oversight
- Experience in providing leadership, analyzing and evaluating state and federal laws/legislation, and developing and supporting design solutions
- Experience in providing program technical assistance and time line coordination
- Experience developing a project methodology

b) Large Scale Integration Projects

- Minimum of five (5) years experience in formal project management.
- Proven documentation including customer referrals and experience of successful completion of a large-scale project management. Must include system development life cycle.
- Desirable Project Management Certifications such as:
  - Project Management Institute-Project Management Professional
  - Gartner Group - Associate in IT Project Management
  - Masters in Project Management from an Accredited University
  - Ability to use a Project Planning Tool such as, but not limited to:
    - Microsoft Project
    - Primavera Project Manager
    - ABT Project Workbench
- Demonstrated experience in managing a project of this scope and size
- Has personally managed a contract with a value in excess of $10 million
- Has overseen development of contingency plans and risk management plans
- Has had management/supervisory experience

c) General Quality Assurance (QA) Projects

- Minimum five (5) years in Project Management
- Displays knowledge of Project Management
- Understands Scope, Risk and Contingency planning
- Excellent writing skills
- Has reviewed or written proposals
- Understands QA principles

d)   Business Process Re-engineering Projects
- Minimum (5) years in Project Management
- Has performed Business Process Re-engineering on previous projects (specifically analyzed and designed workflows and processes within and between organizations).
- Understands workflow processes
- Knowledge of Change Management
- Ability to use Business Process Re-engineering tools such as, but not limited to:
    - Rational Rose
    - Proforma (ProVision, Workbench)

e)   Security
- Minimum five (5) years in project management
- Project management or hands-on experience involving security issues of networking systems and/or web applications
- Demonstrated business and/or procedure writing skills
- Ability to coordinate, facilitate and participate in user and management meetings
- Problem solving and research skills
- Proofreading skills
- Prior Health care industry experience

f)   Privacy
- Minimum five (5) years in project management
- Project management or hands-on experience involving privacy issues
- Demonstrated business and/or procedure writing skills
- Ability to coordinate, facilitate and participate in user and management meetings
- Problem solving and research skills
- Proofreading skills
- Familiar with HIPAA transaction and code set rules and rules for identifiers
- Prior Health care industry experience

22.   Security Analyst
A security analyst must have a minimum of three (3) years with IT; Hands-on experience resolving networking systems and/or web applications issues; Demonstrated writing skills; Problem solving and research skills; Proven ability to perform as a project lead; Prior Health care industry experience.

23.   Senior Administrative Analyst
A Senior Administrative Analyst must have a minimum of five (5) years experience in the Category of Service for which the contractor has submitted a proposal. At least two (2) years of the experience must have been in a supervisory capacity. At least one (1) year of the experience must have been working within the Health Care Industry. Additional experience may be in public administration and organization; California State or local government policies and procedures; California State budgetary process including developing and reviewing of documentation; control and/or oversight; laws, regulations and practices applicable to HIPAA activities; the state's documents related to Information Technology such as contracting knowledge and Feasibility Study Reports (FSR), Special Project Reports (SPR) and data processing systems, functions and current trends.

24.   Senior Technical Lead

A Senior Technical Lead must have a minimum of three (3) years of experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of that experience must have been in a supervisory capacity.

- Hands-on experience with all phases of the application development lifecycle
- An in-depth understanding of industry best practice standards/policies
- Demonstrated writing skills
- Problem solving and research skills
- Proven ability to perform as a project lead
- Prior Health Care industry experience
- Demonstrated knowledge or experience with HIPAA rules and regulations compliance

25.   Systems Analyst

A Systems Analyst must have a minimum of two (2) years of experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of that experience must have been in systems analysis and design. Additional experience may include business practices, documentation, engineering modeling, systems engineering, risk analysis, contingency planning, capacity planning, evaluation and testing.

- Knowledge of industry best practices and standards
- Demonstrated writing skills
- Problem solving and research skills
- Prior Health Care industry experience
- Understands workflow processes

26.   System Programmer

A System Programmer must have a minimum of two (2) years of experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of that experience must have been in systems programming.

- Knowledge of industry best practice standards/policies
- Demonstrated writing skills
- Problem solving and research skills

27.   Technical Writer

A Technical Writer must have a minimum of three (3) years experience in the Category of Service for which the contractor has submitted a proposal. At least one (1) year of the experience must include assignments in Health Care Industry related technical writing. That experience may also include writing regulations, legislation, standards documents, specifications and business and Information Technology related policies and procedures.